

APPENDIX A: IMPLEMENTATION MATRIX



BALANCED GROWTH AND LAND USE



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Goal 1: Balance Growth Strategically and Collaboratively.				
Policy 1.1: Support a Mix of Uses				
Action 1.1.1: Integrate the Future Land Use Map and Future Land Use Designations and associated zoning designations to support a mix of compatible uses throughout the community.	Regulatory	Planning	All	Housing/Education/Economy/Healthcare/Government/Transportation/Environment
Action 1.1.2: Prioritize higher density mixed-use development within designated regional and activity centers, and areas surrounding the downtown core to create vibrant, accessible, and transit-oriented districts that serve as focal points for community life and economic opportunity.	Regulatory	Financial/Planning	Community Development/Public Works	Economy/Transportation/Healthcare
Policy 1.2: Develop Complete Accessible Neighborhoods				
Action 1.2.1: Focus community engagement efforts in areas of incomplete, single-use residential developments to identify what individual neighborhoods are currently lacking and to create land use and zoning strategies to provide desired amenities.	Engagement	Planning	Community Development	N/A
Action 1.2.2: Prioritize accessible sidewalk, bicycle, and transit investments that improve connectivity for all ages and abilities within and between neighborhoods.	Capital	Financial/Planning	Community Development/Public Works	Transportation
Action 1.2.3: Revise the future land use plan and zoning code to support the integration of small-scale neighborhood commercial uses such as grocery stores, childcare services, and restaurants.	Regulatory	Planning	Community Development	Economy/Support Services
Action 1.2.4: Create a regulatory mechanism that requires provision of useable open space in new development.	Regulatory	Planning	Community Development/Parks and Recreation	N/A
Policy 1.3: Focus Growth Inward				
Action 1.3.1: Identify priority areas for infill and redevelopment based on factors such as infrastructure capacity, proximity to amenities, and existing and projected market demand.	Regulatory	Financial/Planning	Community Development/Public Works/Finance	Economy/Transportation/Healthcare
Action 1.3.2: Incentivize infill and redevelopment in infrastructure ready areas through the use of financial tools and density bonuses.	Regulatory	Financial/Planning	Community Development/Public Works/Finance	Economy/Housing
Policy 1.4: Buffer Incompatible Uses				
Action 1.4.1: Review and update the future land use plan, zoning code, and subdivision regulations to ensure incompatible land uses are appropriately buffered.	Regulatory	Planning	Community Development/Public Works/Fire/Police	Government

BALANCED GROWTH AND LAND USE



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Policy 1.5: Ensure Growth is Financially Sustainable				
Action 1.5.1: Adjust and monitor development application and permit fees to ensure taxpayers are not subsidizing the developer's responsible cost.	Regulatory/Plans/Studies	Planning	Finance/Community Development	N/A
Action 1.5.2: Preserve the use of financial tools to support development that addresses community needs in infrastructure-ready areas and improves the community's long-term fiscal health.	Regulatory	Financial/Planning	Finance/Community Development/Public Works	N/A
Action 1.5.3: Incorporate findings from the Urban3 Economic Analysis into the development review process.	Regulatory	Planning	Community Development/Public Works/Finance/City Attorney	N/A
Policy 1.6: Strengthen Partnerships				
Action 1.6.1: Establish regular communication channels and working groups with adjacent counties, cities, the MPO, and other governing bodies to discuss shared challenges and opportunities.	Engagement	Planning	All	Government
Action 1.6.2: Participate in regional planning efforts related to housing transportation, economic development, and natural resource management.	Plans/Studies	Planning	Community Development	Government
Action 1.6.3: Pursue joint funding opportunities with partner agencies to support regional projects and initiatives.	Plans/Studies/Engagement	Financial/Planning	All	All
Action 1.6.4: Explore the benefits of establishing a joint jurisdictional review board to consider development requests that cross interjurisdictional boundaries and ensure mutually beneficial growth outcomes.	Regulatory/Engagement	Financial/Planning	Community Development	Government

HOUSING



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Goal 1: Increase Housing Affordability, Accessibility, and Availability.				
Policy 1.1: Embrace Housing Diversity				
Action 1.1.1: Amend the future land use plan and zoning code to allow for a wider mix of housing types to be permitted by right throughout the community.	Regulatory	Planning	Community Development	Housing/Economy
Action 1.1.2: Partner with local housing sector experts to continually monitor and meet housing needs based on projected demographic factors including age, income, and household size.	Plans/Studies/Engagement	Planning	Community Development	Housing/Economy
Action 1.1.3: Promote mixed-income housing developments by offering incentives such as density bonuses, expedited permitting, or reduced fees for projects that include a range of accessible income-restricted and market-rate units within the same development or area.	Regulatory	Financial/Planning	Community Development	Housing/Economy
Action 1.1.4: Explore strategies that would make the development of accessory dwelling units more feasible.	Regulatory	Planning	Community Development	Housing
Action 1.1.5: Preserve the use of financial tools for developments that address existing and projected gaps in housing accessibility, supply and diversity.	Regulatory	Financial/Planning	Community Development/Finance	Housing
Policy 1.2 Prioritize Balanced Distribution				
Action 1.2.1: Support the incorporation of higher-density housing types within and proximate to schools, major employment and activity centers, centers and along complete accessible transportation corridors to promote equitable access to economic opportunity and essential daily resources.	Regulatory	Financial/Planning	Community Development	Housing/Economy/Transportation/Education
Action 1.2.2: Incorporate a mix of medium density housing types through infill and redevelopment in existing lower density neighborhoods throughout the community where housing options are currently limited.	Regulatory	Planning	Community Development	Housing
Action 1.2.3: Leverage public-private partnerships with major employers and educational institutions to provide appropriate mix of physically and financially accessible housing in locations that will meet workforce and student needs.	Engagement	Financial/Planning	Community Development	Housing/Support Services/Education/Healthcare
Action 1.2.4: Support the co-location of senior living facilities and medical services to prepare for projected growth among older age cohorts.	Regulatory	Planning	Community Development	Housing/Support Services/Healthcare/Economy
Policy 1.3: Address Vulnerability				
Action 1.3.1: Evaluate the feasibility of a Proactive Rental Inspection (PRI) Program to identify substandard residential structures for public health, code enforcement, and safety violations in accordance with the International Property Maintenance Code. Support compliance and, if needed, enforce fines for landlords that do not maintain these standards for rental properties.	Regulatory	Financial/Planning	All	N/A

HOUSING



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Action 1.3.2: Coordinate with local housing partners to develop and maintain a resource list of existing programs and sources of funds for rehabilitation of owner-occupied units and training programs for rental management to preserve the existing stock of naturally occurring affordable housing units.	Engagement	Planning	All	Housing/Support Services/Healthcare
Action 1.3.3: Implement development review procedures that assess potential impacts on low-income residents, especially in areas most vulnerable to change identified in Figure 13. Develop strategies to protect more naturally occurring affordable housing and develop anti-displacement strategies before development occurs in these areas.	Engagement	Financial/Planning	Community Development/Finance	Housing
Action 1.3.4: Work with local housing partners to track affordability term lengths for housing funded through the Low-Income Housing Tax Credit (LIHTC) Program and other deed-restricted units. Proactively Partner with property owners and affordable housing providers to preserve the affordability of these units beyond the required affordability time horizons.	Engagement	Financial/Planning	Community Development/Finance	Housing
Action 1.3.5: Partner with local housing experts to provide additional pathways to homeownership and lower rental costs through creative models including land-banking and limited equity cooperatives.	Engagement/Regulatory	Financial/Planning	Community Development	Housing
Action 1.3.6: Support ongoing collaboration among local housing partners and social service providers working to create transitional housing options that offer shared amenities to meet the needs of those experiencing homelessness and housing insecurity.	Engagement	Planning	Community Development/Police/Fire	Housing/Support Services/Healthcare
Action 1.3.7: Identify strategies to incentivize and improve energy efficiency of housing to reduce energy and utility costs for homeowners and renters.	Engagement/Regulatory	Financial/Planning	Community Development/Public Works	Housing/Government

ECONOMY



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Goal 1: Build Economic Resilience.				
Policy 1.1: Strengthen Existing Industry				
Action 1.1.1: Invest in aesthetic improvements, local art installations, and high-quality visitor services that create a positive first impression of the community.	Capital	Financial/Planning	Community Development	Economy/Arts & Culture
Action 1.1.2: Leverage Rapid City's unique outdoor amenities and recreation as a tool for economic development and diversification.	Engagement	Financial/Planning	Community Development/Parks and Recreation/Finance/Public Works	Economy/Environment/Government/Transportation
Action 1.1.3: Develop design guidelines that facilitate use of commercial areas as community gathering places.	Regulatory	Planning	Community Development	Economy/Arts & Culture
Action 1.1.4: Invest in airport development projects that improve accessibility, accommodate larger aircrafts, attract new airline services, and increase the economic impact of the Rapid City Regional Airport for residents and tourists.	Capital	Financial/Planning	Community Development/Finance/Rapid City Regional Airport	Economy/Support Services/Transportation/Government
Action 1.1.5: Partner with regional service providers to expand access to high-quality broadband to support local businesses.	Engagement	Planning	Community Development/Public Works	Economy/Government
Action 1.1.6: Work with state representatives to identify and promote policies that benefit Rapid City's economic growth.	Engagement	Planning	Community Development/Finance	All
Policy 1.2: Expand Opportunity				
Action 1.2.1: Revise the future land use plan and zoning designations to support neighborhood commercial uses to create new opportunities for local businesses and support a wider mix and density of uses near activity centers and along multimodal corridors to create new spaces for larger employers to locate.	Regulatory	Planning	Community Development	Economy/Transportation/Healthcare
Action 1.2.2: Partner with Elevate Rapid City to monitor emerging sectors and identify strategies to make Rapid City more competitive in key markets and attract higher paying jobs.	Engagement/Plans/Studies	Planning	Community Development	Economy/Healthcare/Environment/Arts and Culture/Education
Action 1.2.3: Work with local schools and colleges to create career pathway programs in emerging sectors to attract and retain local talent.	Engagement	Planning	Community Development	Economy/Education
Policy 1.3: Support Workforce Needs				
Action 1.3.1: Revise the zoning code and future land use plan to make development of new affordable housing and childcare centers more feasible.	Regulatory	Planning	Community Development	Economy/Support Services/Housing
Action 1.3.2: Utilize financial tools to incentivize development that incorporates a mix of housing accessible to lower-income workers and includes childcare facilities.	Regulatory/Engagement	Financial/Planning	Community Development/Finance	Economy/Support Services/Housing

ECONOMY



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Action 1.3.3: Partner with and support organizations who are addressing childcare needs within the community.	Engagement	Planning	Community Development	Economy/Support Services/Housing
Action 1.3.4: Explore zoning code amendments that balance the regulatory requirements between hospitality industries including hotels and short-term rentals and protect existing workforce housing stock.	Regulatory	Planning	Community Development	Economy/Housing

PUBLIC SERVICES AND FACILITIES

Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Goal 1: Provide High-Quality Public Services and Facilities.				
Policy 1.1: Leverage Existing Infrastructure				
Action 1.1.1: Increase the rate of return on existing infrastructure systems by prioritizing new infill development.	Regulatory	Planning	Community Development/Public Works	N/A
Action 1.1.2: Ensure adequate infrastructure and emergency services funding exists when new development occurs.	Regulatory	Planning	Community Development/Public Works/Fire/Police	N/A
Action 1.1.3: Revise the future land use plan to support existing and projected infrastructure capacities identified in long-range infrastructure master plans.	Regulatory	Planning	Community Development/Public Works	N/A
Action 1.1.4: Work with local water and sewer districts to consolidate services where feasible to improve operational efficiency and consistency in service delivery.	Regulatory/Plans/Studies	Financial/Planning	Public Works/Community Development/Finance	Government
Action 1.1.5: Explore opportunities to extend the lifespan of the landfill through investments in sustainable waste management technologies and implementation of collaborative community waste reduction strategies.	Capital	Financial/Planning	Public Works/Community Development/Finance	Environment/Government/Economy
Policy 1.2: Improve Operational Efficiency				
Action 1.2.1: Invest in modern software and automation tools to streamline City processes to ensure that information is more accessible to the general public.	Capital	Financial/Planning	Information Technology/Public Works/Community Development/Finance Department	Government
Action 1.2.2: Regularly assess staffing levels and technology investments to ensure the City can provide reliable, timely, and efficient services considering population growth and development patterns across the city.	Plans/Studies	Financial/Planning	All	N/A

PUBLIC SERVICES AND FACILITIES



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Action 1.2.3: Invest in a comprehensive fleet maintenance facility that centralizes repairs and indoor storage space of infrastructure maintenance equipment.	Capital	Financial/Planning	Public Works/Finance	N/A
Action 1.2.4: Develop a centralized purchasing system that ensures equitable distribution of new vehicles across City departments.	Capital	Financial/Planning	Public Works/Finance	N/A
Action 1.2.5: Expand digital payment options for customer transactions within City departments to increase efficiency of services.	Capital	Financial/Planning	Finance	N/A
Action 1.2.6: Improve the efficiency of capital improvement planning by aligning infrastructure investment priorities with the Comprehensive Plan.	Regulatory/Plans/Studies	Financial/Planning	Community Development/Finance/Public Works	N/A
Action 1.2.7: Leverage the City's energy tracking software to identify energy efficiency improvements that increase cost-savings at City-owned facilities.	Capital/Plans/Studies	Financial/Planning	Community Development/Finance/Public Works	N/A
Action 1.2.8: Continue to maintain existing Infrastructure Master Plans and develop new plans where needed to ensure efficient management and planning of infrastructure systems.	Plans/Studies	Financial/Planning	Community Development/Public Works	N/A
Action 1.2.9: Integrate updates to the Infrastructure Design Criteria Manual that increase the lifespan of the City's infrastructure systems. Invest in fiber optic connectivity among all City buildings to improve reliability of City services.	Plans/Studies	Financial/Planning	Community Development/Public Works	N/A
Action 1.2.10: Invest in fiber optic connectivity among all City buildings to improve reliability of City services.	Capital	Financial	All	N/A
Policy 1.3: Enhance Emergency Services				
Action 1.3.1: Utilize financial tools to develop new public safety infrastructure in areas where the density and mixes of uses will be highest to ensure emergency services keep pace with growth and are located in close proximity to emergency medical care facilities. Priority should be given to areas where quality of service is lowest as identified in Figure 16.	Capital	Financial/Planning	Public Works/Community Development/Finance/Fire/Police	Healthcare/Support Services
Action 1.3.2: Avoid new development in hazard prone areas that undermines the effectiveness of emergency services.	Regulatory	Planning	Community Development/Fire/Police/Public Works	N/A
Action 1.3.3: Complete an all-hazards threat and risk assessment to identify gaps in emergency preparedness and guide investments in specialized personnel, training, and equipment.	Plans/Studies	Financial/Planning	Community Development/Fire/Police/Public Works	Government/Healthcare/Support Services

PUBLIC SERVICES AND FACILITIES



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Action 1.3.4: Support ongoing community education, training, and preparedness for different types of emergencies including natural and human-caused disasters. This includes community-wide drills and emergency management plans, as well as individual preparedness plans and emergency supplies.	Plans/Studies	Financial/Planning	All	All
Action 1.3.5: Prioritize proactive community outreach to prevent crime and connect individuals to local services that address underlying quality of life issues.	Engagement	Financial/Planning	Fire/Police/Community Development	Housing/Support Services/ Government/Healthcare/ Transportation
Action 1.3.6: Research and implement urban design standards that proactively enhance community safety.	Regulatory	Planning	Fire/Police/Community Development/Public Works	Housing/Support Services
Policy 1.4: Increase Access to Supportive Services.				
Action 1.4.1: Develop initiatives that expand access to essential services, housing, food security, health care, and childcare through shared funding, facilities, and outreach.	Engagement	Planning	Fire/Police/Community Development/Public Works	Housing/Support Services/ Government/Healthcare/ Transportation
Action 1.4.2: Leverage partnerships to develop a coordinated, citywide strategy that engages all relevant City departments, local supportive service providers, and healthcare experts to addressing the underlying causes of persistent community quality of life and safety issues.	Engagement	Planning	Community Development/Finance/ Fire/Police/Library/Parks and Recreation	Housing/Support Services/ Government/Healthcare/ Transportation/Economy
Action 1.4.3: Prioritize Rapid City Public Library investments that expand accessibility to essential resources, build awareness of programming.	Capital	Financial/Planning	Library/Information Technology/ Finance/Community Development	Support Services/Housing/ Education/Economy/ Healthcare/Arts and Culture/ Housing/Transportation

RECREATION, OPEN SPACE, AND NATURAL RESOURCES



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Goal 1: Enhance Recreation, Open Space, and Natural Resources.				
Policy 1.1: Protect Natural and Open Spaces				
Action 1.1.1: Protect, maintain, and restore natural habitats across City-managed lands including parks, open space, recreation areas, golf courses, and other properties.	Capital/Plans/Studies	Financial/Planning	Parks and Recreation/Community Development/Public Works	Environment/Government
Action 1.1.2: Promote naturally resilient landscapes and prioritize native, drought-resistant plant species through updates to the City’s landscaping code.	Regulatory	Planning	Parks and Recreation/Community Development/Public Works	Environment/Government
Action 1.1.3: Incentivize increased tree canopy to provide shade and improve air quality across parks and City properties.	Capital	Financial/Planning	Parks and Recreation/Community Development/Public Works	Environment
Action 1.1.4: Encourage low-impact development practices that reduce water and energy use, protect air and water quality, and minimize impacts on natural features and wildlife.	Regulatory/Plans/Studies	Planning	Parks and Recreation/Community Development/Public Works	Environment/Housing/Economy/Government
Action 1.1.5: Minimize impervious surfaces to reduce runoff and increase water infiltration.	Regulatory	Planning	Parks and Recreation/Community Development/Public Works	Environment/Government
Action 1.1.6: Remain steadfast in observing the federal regulations associated with floodplains and wetlands to mitigate impacts of flooding.	Regulatory	Planning	Parks and Recreation/Community Development/Public Works	Environment/Government
Action 1.1.7: Continue acquiring park and open space land along Rapid Creek to prevent development, improve water access, and enhance floodplain function.	Regulatory/Capital	Financial/Planning	Parks and Recreation/Community Development/Public Works	Environment/Government
Action 1.1.8: Develop a comprehensive management strategy to improve the health of Rapid Creek.	Capital	Financial/Planning	Parks and Recreation/Community Development/Public Works	Environment/Government
Action 1.1.9: Partner with Indigenous communities and Tribal governments to co-manage City-owned open space and park land in a way that supports cultural and ecological stewardship.	Engagement	Planning	Parks and Recreation/Community Development/Public Works	Environment/Government/Arts and Culture

RECREATION, OPEN SPACE, AND NATURAL RESOURCES



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Policy 1.2: Improve Park Accessibility and Functionality				
Action 1.2.1: Revise the City’s Future Land Use Plan, zoning, and subdivision regulations to support mixed-use development, higher residential density, and implementation of the Parks and Recreation Master Plan.	Regulatory/Capital	Financial/Planning	Parks and Recreation/ Community Development/Public Works	Environment/Government/ Arts and Culture
Action 1.2.3: Prioritize parkland acquisition and new amenities in areas that are more than a 20-minute walk to these amenities.	Regulatory/Capital	Financial/Planning	Parks and Recreation/ Community Development/Public Works	Housing
Action 1.2.4: Require green space and neighborhood parks in new developments or provide payment in lieu.	Regulatory	Planning	Parks and Recreation/ Community Development/Public Works/Finance	Environment/Housing/ Economy/Government
Action 1.2.5: Leverage City lands managed by other departments (e.g., utility easements, drainage areas) to create access to nature and pocket parks.	Capital	Financial/Planning	Parks and Recreation/ Community Development/Public Works	Environment
Action 1.2.6: Prioritize connections to greenways, open space, and trails in underserved areas, especially where “missing links” can be addressed.	Capital/Plans/ Studies	Financial/Planning	Parks and Recreation/ Community Development/Public Works	Transportation/Environment
Action 1.2.7: Coordinate greenway and trail development with stormwater infrastructure planning.	Capital/Plans/ Studies	Financial/Planning	Parks and Recreation/ Community Development/Public Works	Transportation/Environment
Action 1.2.8: Expand the City’s community garden program and explore use of the City’s greenhouse facility to provide access to fresh produce and healthy foods in partnership with community agriculture programs.	Capital/ Engagement	Financial/Planning	Parks and Recreation/ Community Development/Public Works	Transportation/Environment/ Support Services/ Government/Economy
Policy 1.3: Improve Existing Facilities				
Action 1.3.1: Maintain and reinvest in the existing park, recreation, and trail system, guided by an asset management plan to track lifecycle replacement needs.	Capital	Financial/Planning	Parks and Recreation/ Community Development/Public Works/Finance	Transportation/Environment
Action 1.3.2: Enhance safety in underserved neighborhoods with features such as heat protection, lighting, and inclusive infrastructure.	Regulatory/Capital	Financial/Planning	Parks and Recreation/ Community Development/Public Works/Finance	Transportation/Environment

RECREATION, OPEN SPACE, AND NATURAL RESOURCES



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Action 1.3.3: Promote safety and trail etiquette through multimedia outreach campaigns and coordination with law enforcement and public safety partners.	Engagement	Planning	Parks and Recreation/ Community Development/Public Works	Transportation/Environment
Action 1.3.4: Construct new facilities and amenities based on the Parks and Recreation Master Plan and align investments with neighborhood preferences through partnerships with local recreation groups.	Capital/ Engagement	Financial/Planning	Parks and Recreation/ Community Development/Public Works	Transportation/Environment/ Housing/Economy/Arts and Culture
Action 1.3.5: Continue or initiate partnerships with schools, private, and regional partners to share or develop facilities.	Capital/ Engagement	Financial/Planning	Parks and Recreation/ Community Development/Public Works	Education/Government/ Economy/Housing
Action 1.3.6: Align recreation programs with community needs, especially for residents with disabilities and lower-income communities.	Capital/ Engagement	Financial/Planning	Parks and Recreation/ Community Development/Public Works	Transportation/Support Services/Healthcare/ Environment/Arts and Culture/Education
Action 1.3.7: Activate parks with flexible programming that reflects community diversity.	Capital/ Engagement	Financial/Planning	Parks and Recreation/ Community Development/Public Works	Transportation/Support Services/Healthcare/ Environment/Arts and Culture/Education
Action 1.3.8: Expand adaptive and therapeutic recreation programs and renovate playgrounds for ADA compliance and universal design.	Capital/ Engagement	Financial/Planning	Parks and Recreation/ Community Development/Public Works	Transportation/Support Services/Healthcare/ Environment/Arts and Culture/Education
Action 1.3.9: Ensure all new paved trails are accessible using inclusive design standards.	Capital/ Engagement/ Regulatory	Financial/Planning	Parks and Recreation/ Community Development/Public Works	Transportation/Support Services/Healthcare/ Environment/Arts and Culture/Education

TRANSPORTATION



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Goal 1: Develop a Safe and Connected Multimodal Transportation Network.				
Policy 1.1: Prioritize Multimodal Investments				
Action 1.1.1: Pursue federal, state, and regional grants and public-private partnerships to fund multimodal improvements and transit expansion.	Capital/Regulatory	Financial/Planning	Community Development/Parks and Recreation/Public Works	Government/Transportation
Action 1.1.2: Implement route modifications, service hour extensions, and system expansion as recommended in the Transit Development Plan.	Capital/Plans/Studies	Financial/Planning	Community Development/Public Works	Government/Transportation
Action 1.1.3: Maintain and upgrade the public transit fleet, stops, and facilities, prioritizing safety and accessibility for elderly and disabled users.	Capital	Financial/Planning	Community Development/Public Works	Government/Transportation/Support Services/Healthcare
Action 1.1.4: Conduct a system-wide inventory of transit infrastructure to identify and prioritize needed improvements.	Capital/Plans/Studies	Financial/Planning	Community Development/Public Works	Government/Transportation
Action 1.1.5: Improve first-mile/last-mile connections by integrating transit with sidewalks, trails, and park-and-ride facilities.	Capital/Plans/Studies	Financial/Planning	Community Development/Public Works/Parks and Recreation	Government/Transportation
Action 1.1.6: Develop corridor plans with detailed multimodal enhancements beyond the Metropolitan Transportation Plan.	Capital/Plans/Studies	Financial/Planning	Community Development/Public Works	Government/Transportation
Action 1.1.7: Coordinate with regional transit providers to improve connectivity and align with the SDDOT Coordinated Transit Plan.	Capital/Plans/Studies	Financial/Planning	Community Development/Public Works	Government/Transportation/Economy
Policy 1.2: Utilize Transportation as an Economic Development Tool				
Action 1.2.1: Study transit options connecting downtown, the airport, and major employment/activity centers.	Plans/Studies	Financial/Planning	Community Development/Public Works/Airport	Government/Transportation/Economy/Support Services/Healthcare/Education
Action 1.2.2: Promote multimodal travel through tourism campaigns and community events.	Engagement	Planning	Community Development/Public Works	Transportation/Economy/Education/Support Services/Arts and Culture
Action 1.2.3: Create an annual review and rating system for the City Council to identify the use of the Strategic Growth Revolving Funds to build key roadway connections such as Healing Way and East Anamosa Street.	Capital/Plans/Studies	Financial/Planning	Community Development/Public Works	Transportation/Economy/Education/Support Services/Arts and Culture/Government
Action 1.2.4: Integrate land use and transportation planning to reduce parking demand and support infill development.	Regulatory	Planning	Community Development/Public Works	Government/Transportation/Economy

TRANSPORTATION



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Action 1.2.5: Partner with major employers to incentivize transit use and co-invest in transportation improvements.	Capital/Engagement	Financial/Planning	Community Development/Public Works	Government/Transportation/Economy
Action 1.2.6: Protect and support the operation of freight infrastructure including rail, truck routes, and the airport.	Regulatory/Capital/Engagement	Financial/Planning	Community Development/Public Works/Airport	Government/Transportation/Economy
Policy 1.3 Improve Roadway Safety for all Users				
Action 1.3.1: Update roadway design standards to reflect Safe Streets for All recommendations and complete streets principles.	Regulatory	Planning	Community Development/Public Works	Transportation/Government
Action 1.3.2: Revise the ADA Transition Plan and annually collaborate with the Disability Awareness and Accessibility Committee to prioritize improvements.	Plans/Studies/Engagement	Financial/Planning	Community Development/Public Works/Parks and Recreation	Transportation/Government/Healthcare/Support Services
Action 1.3.3: Implement access management and corridor plans to reduce crash risks, especially on arterial roads.	Plans/Studies/Regulatory	Financial/Planning	Community Development/Public Works	Government/Transportation/Economy
Action 1.3.4: Allow street trees in roadway design to provide shade and improve comfort for non-motorized users.	Regulatory	Planning	Community Development/Public Works	Transportation/Government
Action 1.3.5: Explore grade-separated crossings of highways and rail lines to improve safety and connectivity.	Plans/Studies/Engagement	Financial/Planning	Community Development/Public Works	Transportation/Government
Action 1.3.6: Develop a Bicycle Wayfinding Plan to improve navigation and integration of on- and off-street bike networks.	Plans/Studies	Financial/Planning	Community Development/Public Works/Parks and Recreation	Transportation/Government/Support Services
Action 1.3.7: Coordinate with other cities and counties in the region to implement projects identified in the South Dakota Department of Transportation's Active Transportation Plan, once adopted.	Plans/Studies/Engagement/Capital	Financial/Planning	Community Development/Public Works/Parks and Recreation	Transportation/Government/Economy

ARTS AND CULTURE



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Goal 1: Foster a Vibrant, Inclusive, and Resilient Arts and Cultural Scene.				
Policy 1.1: Activate Downtown Through Arts and Culture				
Action 1.1.1: Invest in public art, streetscape enhancements, and cultural events in Downtown and priority mixed-use areas throughout the community.	Capital/Engagement	Financial/Planning	Community Development/Public Works/The Monument	Arts and Culture/Transportation/Economy
Action 1.1.2: Establish Downtown as the city's primary entertainment district by supporting arts, entertainment, and hospitality uses.	Capital/Engagement	Financial/Planning	Community Development/The Monument/Library	Arts and Culture/Economy
Action 1.1.3: Support and expand programming at The Monument to attract diverse audiences.	Capital/Engagement	Financial/Planning	The Monument	Arts and Culture/Economy
Action 1.1.4: Partner with local businesses and cultural organizations to promote Rapid City's arts scene.	Engagement	Planning	Community Development/The Monument	Arts and Culture/Economy
Action 1.1.5: Promote historic and cultural events, amenities, and activities through coordinated marketing efforts.	Engagement	Planning	Community Development/The Monument	Arts and Culture/Economy
Action 1.1.6: Support Elevate Rapid City in continuing the Downtown Façade Loan Program.	Engagement	Planning	Community Development	Arts and Culture/Economy
Action 1.1.7: Use planned development agreements to encourage integration of public art in new projects.	Regulatory	Planning	Community Development	Arts and Culture/Economy/Housing
Action 1.1.8: Create a comprehensive guide for developers on public art commissioning and funding.	Plans/Studies	Planning	Community Development	Arts and Culture/Economy
Action 1.1.9: Incorporate incentives into the zoning code to encourage inclusion of public art in private development.	Regulatory	Planning	Community Development	Arts and Culture/Economy/Housing
Action 1.1.10: Protect existing historic districts and structures and explore opportunities to create new districts that preserve important aspects of the community's history and culture.	Capital/Regulatory/Plans/Studies	Financial/Planning	Community Development	Arts and Culture/Economy/Housing/Government/Environment/Education
Policy 1.2: Strengthen Community and Indigenous Partnerships				
Action 1.2.1: Strengthen relationships with local Tribes and support opportunities to showcase Indigenous history, art, and culture.	Engagement	Financial/Planning	Community Development	Arts and Culture/Economy/Housing/Government/Environment/Education
Action 1.2.2: Co-develop public art and cultural programming with Indigenous communities.	Engagement	Financial/Planning	Community Development	Arts and Culture/Economy/Housing/Government/Environment/Education
Action 1.2.3: Establish creative partnerships with schools to engage youth in arts education.	Engagement	Planning	Community Development	Arts and Culture/Economy/Government/Education

ARTS AND CULTURE



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Action 1.2.4: Coordinate with area Tribes to retain and protect cultural assets.	Engagement/ Plans/Studies	Planning	Community Development	Arts and Culture/ Government/Education/ Environment
Action 1.2.5: Support museums in expanding exposure to the community's multicultural roots.	Engagement	Financial/Planning	Community Development	Arts and Culture/ Government/Economy/ Education/Environment
Action 1.2.6: Collaborate with organizations like the Journey Museum and Dahl Arts Center to deliver community arts services.	Engagement	Financial/Planning	Community Development	Arts and Culture/ Government/Economy/ Education
Action 1.2.7: Expand access to arts and culture through free public events and inclusive programming.	Engagement/ Capital	Financial/Planning	Community Development/The Monument	Arts and Culture/ Government/Economy/ Education
Policy 1.3: Support Local Artists and Creative Collaboration				
Action 1.3.1: Collaborate with artists to design functional public amenities such as benches, lighting, and signage.	Engagement/ Capital	Financial/Planning	Community Development/Parks and Recreation/Public Works	Arts and Culture/Economy/ Transportation
Action 1.3.2: Invite artists to create site-specific works in public spaces, parks, and gateways.	Engagement/ Capital	Financial/Planning	Community Development/Parks and Recreation/Public Works	Arts and Culture/Economy/ Transportation/Government
Action 1.3.3: Encourage partnerships between artists, local businesses, and cultural institutions.	Engagement	Planning	Community Development/The Monument	Arts and Culture/Economy/ Transportation/Government
Action 1.3.4: Reduce regulatory barriers to installing public art on City-owned and private property.	Regulatory	Planning	Community Development/Parks and Recreation/Public Works	Arts and Culture/Economy/ Government/Transportation
Action 1.3.5: Update zoning regulations to allow greater flexibility for artistic uses in various districts.	Regulatory	Planning	Community Development	Arts and Culture
Action 1.3.6: Integrate artistic elements into parks, streetscapes, and public facilities.	Engagement/ Capital/Regulatory	Financial/Planning	Community Development/Parks and Recreation/Public Works	Arts and Culture/Economy/ Government/Transportation/ Support Services
Action 1.3.7: Work with partners to update the 2016 Rapid City Cultural Plan.	Plans/Studies	Planning	Community Development/Parks and Recreation/The Monument	Arts and Culture/ Government/Economy/ Education/Support Services
Action 1.3.8: Explore public-private partnerships, grants, and philanthropic contributions to support arts funding.	Engagement/ Capital	Financial/Planning	Community Development/Finance/ The Monument	Arts and Culture/ Government/Economy/ Education/Support Services

EDUCATION



Goals, Policies, and Actions	Project Classification	Implementation Tools	City Departments	Key Partners
Goal 1: Promote Access to High-Quality Education.				
Policy 1.1: Support Educational Opportunities				
Action 1.1.1: Collaborate with Rapid City Area Schools (RCAS) and other education providers to integrate school planning with the Future Land Use Plan.	Engagement/Regulatory	Planning	Community Development/Public Works	Education/Government/Economy/Transportation
Action 1.1.2: Align land-use and growth policies with RCAS facility planning by identifying potential future school sites supported by infrastructure, transportation, public safety, and nearby parks and open space.	Engagement/Regulatory	Planning	Community Development/Public Works/Parks and Recreation/Fire/Police	Education/Government/Economy/Transportation
Action 1.1.3: Conduct a Safe Routes to School Study and implement strategic infrastructure investments to remove existing barriers to kids being able to safely walk or bike to school.	Plans/Studies/Regulatory/Capital	Financial/Planning	Community Development/Public Works/Fire/Police	Education/Government/Transportation
Action 1.1.4: Identify partnerships and resources for developing a Safe Routes to School program.	Engagement/Capital	Financial	Community Development/Public Works/Fire/Police	Education/Government/Transportation/Economy/Support Services
Policy 1.2: Connect Schools and Neighborhoods				
Action 1.2.1: Support revitalization and reinvestment in areas surrounding education institutions.	Regulatory/Plans/Studies	Financial/Planning	Community Development/Public Works	Education/Government/Economy/Transportation
Action 1.2.2: Identify opportunities for gateway improvements, research and tech-oriented development, public-private partnerships, and infrastructure upgrades that enhance connectivity, promote economic vitality, and create a strong sense of place at the edge of higher education campuses.	Plans/Studies/Regulatory/Capital	Financial/Planning	Community Development/Public Works	Education/Government/Economy/Transportation
Action 1.2.3: Encourage flexible school design that allows facilities to serve as community hubs for after-school care, adult education, and civic uses.	Regulatory/Engagement	Planning	Community Development	Education/Government/Transportation/Economy/Support Services
Policy 1.3: Foster Retention				
Action 1.3.1: Strengthen partnerships to expand access to workforce-aligned education and training.	Engagement	Planning	Community Development	Education/Government/Transportation/Economy/Support Services
Action 1.3.2: Facilitate partnerships between schools, technical colleges, the Library, and businesses to align educational offerings with workforce needs.	Engagement	Planning	Community Development	Education/Government/Transportation/Economy/Support Services
Action 1.3.3: Support housing affordability and neighborhood amenities near schools to attract and retain quality educators.	Regulatory/Engagement	Planning	Community Development	Education/Government/Transportation/Economy/Support Services/Housing
Action 1.3.4: Promote career pathways and job opportunities that help retain recent graduates and strengthen the local workforce.	Engagement	Planning	Community Development	Education/Government/Economy/Support Services